Conflict Management among Employee of Abadan Education Administration

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Abstract
The aim of this research is to investigate the strategy of conflict management among the employees of Abadan education administration. This descriptive research is a correlation one. The tools used to collect information were a standard questionnaire of contradiction management of Thomas and Kilman 1974 and 7Ki to recognize those styles. This tool includes 30 questions in two cases of "A" and "B" and the participant is asked to choose one. This questionnaire is used as five kinds of styles including comparative, cooperation, based on trust, agreeability, prevention and collusion, then the participants are asked to make their points about the level of contradiction in their place of work. Questionnaires were calculated by the professors and finally, it was analyzed by Cronbach Alpha, and analysis of the data were done at two levels of descriptive statistics (percentage and mean) and at the level of inference (Pearson coefficient correlation, variance analysis, independent "t") . Findings obtained from the research showed that the strategies of the contradiction management and the styles of this management (competitive) had no meaningful and positive relation. There was a poor and meaningful direct relationship between the management and the prevention styles. Strategy of contradiction management and the styles of management (agreeability) had a strong and meaningful relationship. The same has been observed in the strategy of conflict management of (cooperation) which showed that the styles of contradiction management in cooperation and agreeability in one organization is more acceptable and is more effective in the management strategy.

Keywords: strategy, management of contradiction, methods of contradiction

Introduction
Today's world is the world of the organizations. In fact, the organizations are the main pillar and element of each society. There are two very important and vital factors: first management which is the best element to survive and promotion of one organization and second human factory. The management is the process of planning of organizing the conduction and monitoring the member’s revenue. And the human factory is to use the available resources to reach the determined goals in one organization. One of the main organization issues is to supply and develop the human factory which helps organizations to move forward in order to reach their goals. If we pay attention to the process of management we will see that it is made of tasks and outputs including the planning of organizing the conduct of monitoring and control organizing has the lion share among management tasks. For this purpose, most scientists and analysts suggest that there is only one dynamic and effective factor which is the organization. The organizations are acting in the society as the most important parts supplying services and products education and nurture is among those organizations which are in permanent contact with outside environment to give its services so that both influence each other. An organization and its compositor elements are permanently dealing with each other, although we are looking for a balanced point between members of one organization, we could never

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find this balance because the goals and needs of people is changing regularly. Another feature of an effective and successful management is to utilize a suitable strategy and strategy to face the contradictions and the diversity elements.

The way of confronting the disagreeability and contradictions is one of the most significant human factories in the organization, some studies showed that huge part of the manager’s time and energy is consumed in dealing with and setting the contradictions and disputes in their own organizations. Regarding the trend of movement process of the organizations towards work force accompanying other changes, the important question is that, "how do the managers of different organization and cultures are dealing with the contradictions. In such an environment, of course, the management has no efficiency and dynamism because of non-participation of the employees in making the decisions and lack of team working, beside lack of a suitable management method and having no necessary tools and resources in hand, thus, he can’t provide the essential motives, which are necessary in the personnel work. A lot of single and group behavior can be seen in the organizations; thus, due to the high complexity in the central supplying education and training services, specially education and nurture organization and regarding the importance of in the present human life. Whether in the case of resources or structural aspect, there are a lot of matters and problems seen in such organization including contradiction, pressure, stress etc.

**Importance of the study**

Managers and researchers have little information about the way of dealing with the contradiction and matters of it. Based on these points, one necessity of management in the complex organizations of the present time specially the sensitive and with high contradiction is that the supreme and political manager should know the management styles well and the strategies of contradiction management and should evaluate scale of coordination of which with the existing situations and then plan for their own human forces to get a positive effect on their own human forces satisfactorily and to have an active role by this knowledge in increasing efficiency and improving the products. Contradiction emerges in different forms in an organization and since the education and nurture are facing different contradiction, therefore, selecting the strategy of contradiction management based on style and kind of organizational structure are needed for an improved production thus it is among the main goals to determine from what style the managers might use, therefore, it is necessary to carry out a modern research due to existence of such an important subject.

**Materials and Methods**

**Case study**

One of the fundamental necessities for each administration is to utilize a suitable style management. A manager, in principle, is on top of the pyramid training of the employees. In fact, manager plays one of the most important roles in one organization. He/she can reach goals, determines the strategies, makes relationship, collects information, plans, decides and controls the organization, but none of the above mentioned items can be achieved without the management element. Management is the most key element of each organization and it is necessary for each team work environment. In the present time, with no doubt, no element can be determined like the style management and leadership in welfare of the nations and organization. Importance and role of the management is distinguished when organizations are able to overcome their problems and meet their needs, and when there is a coordination between human forces in restoring the general goals, and certainly such a coordination and cooperation are reached only when the most important task of the management improves and develops. Coordinating the internal operations doubles the necessity of suitable styles of management and the contradiction management because of different parts of
human resources and existence of differences and contradictions in one organization. The organizations which suffer from little contradiction are generally defeated in the competitive environments. Contradiction is a motive force for the organizations and if it is managed correctly causes innovation as well. Regarding the importance of a comprehensive management and determining the suitable methods in confronting the contradictions and differences in the organizations and due to the priority of this problem, researches about human resources and their effects on improving the management and strategies, in education and nurture administration have been carried out.

**Research framework**

We proceed to the strategy of contradiction and style management. After determining the goals for more subjective investigation, we use contradictory management elements to appoint the effect of such elements on the style management and to make suitable presumptions which help us to get the main goal of the research:

There are five styles to manage the contradictions between individuals have been recognized: Competing, Collaborating, Avoiding, Accommodating, and compromise.

Potnam and Wilson later classified the five-above mentioned as three strategies:

1) strategy of no confronting (including styles of avoiding ,conformity or compromises)
2) strategy of control which is the same as competitive one.
3) strategy of solvability including styles of cooperation and agreeability

**Research Questions**

1. Is there any relationship between strategy of contradiction management and the style management of contradiction (competing)?
2. Is there any relationship between strategy of contradiction management and the style management of contradiction (accommodating)?
3. Is there any relationship between strategy of contradiction management and the style management of contradiction (avoiding)?
4. Is there any relationship between strategy of contradiction management and the style management of contradiction (compromises)?
5. Is there any relationship between strategy of contradiction management and the style management of contradiction (collaborating)?

**Background**

Many studies have been carried out both inside and outside the country in this field. Canary and Spitzberg have studied the individual efficiency and showed that the collaborating-based methods have a positive relationship with the individual efficiency. But, the methods based on avoiding have a negative relationship with one's capability. Pendarkar in his study found a relationship between education and contradiction management among the university students. Conclusions have showed that the students who have been trained in this field have a more positive sight than those who have not been. Simonty and Nykodym have carried out a study in order to investigate the effective and non-effective styles and methods of contradiction management and concluded that most of the participants had mentioned the collaborative way as an effective style to resolve the contradiction. Also, since the supreme managers could overcome their voice to the other sides, the overcome style were mentioned as an effective method as well. "Williams" has showed in his studies that the existence of contradiction phenomenon between members of groups was the reason behind increasing the creativity, initiative, and increasing the production, and making decision in the groups which had different views 873% was better than those without different views.

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In this research which was descriptive and was held in 490 kindergartens of Tehran city and different areas, the results showed that there is a direct and strong relationship between the strategic contradiction management and management styles (competing) from management styles of contradiction compromise and collaborating also had a meaningful relationship with the management styles of contradiction, but there was no meaningful relationship between it and avoiding style. Heidary Farzaneh in "study of the level of negotiation styles in the strategy of contradiction management in Isfahan high schools" showed that the most used style of negotiation belonged to the realism style and the less belonged to the analytic one, the most used strategy was the resolving and the less one was the control strategy. Also, the highest scale of the negotiation, analytic, normal were in the strategy of resolving. Soliemany in his research has found a relationship between career satisfaction employee’s point of view and mood with the management styles of conflict. Conclusions have shown that the employees with the high career satisfaction and mood use the contradiction style to solve the problems more than those who do not.

Barzan in his research has found a relationship between the organizational structure and the scale of career contradiction. The results have shown that the three factors of time structure, first the complexity, and then the factor of recognition and the factor of centralization have the most influence on the employee’s contradiction respectively.

Ghafarzade has carried out a research entitled "study of the manager’s point of view towards contradiction and applying the styles of contradiction management" and concluded that managers with the negative sight avoid the contradictory situation more than those with positive style.

Subjects
This study is descriptive one, because the library text and field study like questionnaire have been used, it is a descriptive one due to its applicability and based on its nature and method.

Statistical society and sample and method of sampling
Statistical society of the study consists of all headmasters of Abadan education and nature administration in 2011 including total number of 1363 people and statistical sample of 300 people who were selected randomly and systematically by using the Morgan table.

The instrument of the study
Managers’ styles of contradiction "Thomas and Kilman" (1974) was used for the purpose of this study. This questionnaire is the tool of "TKI" recognition of the management styles of contradiction.

This tool consists of 30 questions in two cases of "A" and "B" and the participants were asked to choose one. This questionnaire uses 5 styles of competing, collaborating based on trust compromise, avoiding and accommodating used by individual to manage the contradiction which shows that participants were asked to make their points about the scale of contradiction in their own place of work.

Data analysis and Results
RQ1: Is there any relationship between the contradiction management and their styles?
H1: There is no relationship between the contradiction management and their styles.

Table 1. The relationship between management strategy of contradiction and the style of accommodating and competing

<table>
<thead>
<tr>
<th>management strategy of contradiction</th>
<th>contradiction and the style of accommodating and competing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>r =0.649 P&lt;0.001</td>
</tr>
</tbody>
</table>
According to the above table, there is a meaningful relationship between the strategy of contradiction management and its styles (competing)

RQ2: Is there any relation between strategy of contradiction management and accommodating style?

H2: There is no relation between strategy of contradiction management and accommodating style.

Table 2. Relation between management strategy of conflict and style management

<table>
<thead>
<tr>
<th>Conflict management styles</th>
<th>Conflict management strategies (accommodating)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$r = 0.558$</td>
</tr>
<tr>
<td></td>
<td>$P &lt; 0.001$</td>
</tr>
</tbody>
</table>

According to table 2, there is a significant positive relationship between management strategy of conflict and style management ($p < 0.001$ and $r = 0.558$).

RQ3: Is there any relation between strategies of conflict management and avoiding styles?

H3: There is no relation between strategies of conflict management and avoiding styles.

Table 3. Relation between conflict management strategies and avoiding style

<table>
<thead>
<tr>
<th>Conflict management strategies</th>
<th>Conflict management styles</th>
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<tbody>
<tr>
<td></td>
<td>$r = 0.113$</td>
</tr>
<tr>
<td></td>
<td>$P &lt; 0.001$</td>
</tr>
</tbody>
</table>

According to table 3, strategies of management had a meaningful relation with the avoiding styles. In other words, the strategies and the styles of conflict management had a direct and weak relationship ($p < 0.001$ and $r = 113$).

RQ4: Is there any relationship between conflict management strategies and compromising styles?

H4: There is no relationship between conflict management strategies and compromising styles.

Table 4. Relationship between management strategies and the style of (compromise)

<table>
<thead>
<tr>
<th>Conflict management strategies</th>
<th>Conflict management strategies</th>
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<tbody>
<tr>
<td></td>
<td>$r = 0.546$</td>
</tr>
<tr>
<td></td>
<td>$P &lt; 0.001$</td>
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</tbody>
</table>

As it is observed from table 4, there is a strong, positive and meaningful relation between conflict management strategies and compromising style ($p < 0.001$ and $r = 0.546$).

RQ5: Is there any relationship between conflict management and collaborating style?

H5: There is no relationship between conflict management and collaborating style.

Table 5. Relationship between strategy of conflict management and collaborating style

<table>
<thead>
<tr>
<th>Conflict management strategies</th>
<th>Conflict management strategies</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$r = 0.622$</td>
</tr>
<tr>
<td></td>
<td>$P &lt; 0.001$</td>
</tr>
</tbody>
</table>

According to table 5, there is a strong, positive and meaningful relationship between strategies of conflict management and collaborating style ($p < 0.001$ and $r = 0.622$)

Conclusion

The bilateral effect of the clear and conflicting behavior and how to behave with the conflict has some results. These results may be positive and useful and result in improved reaction group and

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organization or it may be harmful in contrast and prevents the group from moving forward. The results showed that the most trend of the education administration when facing the styles of conflict management was the strategy of resolving, while the most trend of them when facing the styles of conflict management (collaboration) was non-confronting. The results also indicated that there is a meaningful relation between strategy of conflict management and its styles among headmasters of education administration. Williams (1969) showed the relationship between conflict management and its styles. Simionty (1989) and Pendarkar (1995) emphasized on using collaborating style in the management, but found no relationship between conflict styles of management. Barzan (1999) showed the relation of conflict management with the organizational structure. Ghafar zade (1996) showed that the managers avoid the conflict.

In general, the results of the present study showed that there is a meaningful relation between two variables of management and styles of conflict management (competing) (p=0.856) which reveals an strong relationship. Also, a meaningful level lower than the error level (p<0.05) was obtained. Therefore, both variables had linear positive and meaningful relationship. This study is congruent with Varzeshkar’s (2011) study, which showed a strong and direct relationship between conflict management and accommodating style (p=0.528). These findings are in congruent with Tohmasby's study (2011). Also, the obtained results showed a meaningful relationship between the strategy of conflict management, and avoiding style. Furthermore, the results showed that there is a significant relation between conflict management strategy and compromising style. Also a meaningful level less than the error level (p<0.05) has been obtained. Finally, there is a meaningful relation between the conflict management strategy and collaborating style.

**Practical implications**

Regarding the existing conditions in Iran and the obtained conclusions, the following suggestions can be raised in order to improve the strategy of conflict management:

1. Paying attention to the conflict management in an organization and using the human resources in order to develop and remove the negative conflicts based on the organizational goals
2. Adopting suitable application of the competing conflicts and contrast in order to develop one organization's goals
3. Giving on-time answers and responding to the personal questions and problems and by using the conflict management of collaborating and compromise.

**References**


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